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978-1-107-01105-2 - Innovating Organization and Management: New Sources of Competitive Advantage

Nicolai J. Foss, Torben Pedersen, Jacob Pyndt and Majken Schultz

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## Innovating Organization and Management

The search for competitive advantage serves as the basis for organizational strategy. This book highlights four key points in the analysis of competitive advantage and financial success that have not been given the attention they deserve: First, that organizational design and management processes may be strategic resources in their own right; second, that organizational design and management processes can be deployed to create new strategic resources; third, that managers have begun to think of organizational design and management processes in a proactive way rather than seeing them more passively as necessary facilitators of success; and, fourth, that this new way of looking at organization and management requires a search for new ways of structuring organizational design and managerial processes. These points are driven home through case studies of the Danish firms LEGO Group, Vestas Wind Systems, Coloplast, Chr. Hansen, IC Companys, and NKT Flexibles.

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# Innovating Organization and Management

## New Sources of Competitive Advantage

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